



The Capstone

The Official Newsletter of the Utah Emergency
Management Association
March 2002

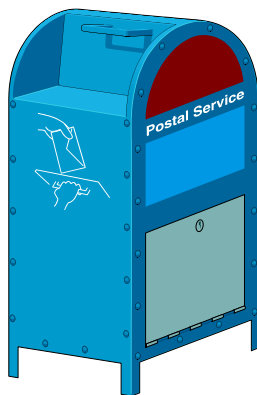
President's Mailbox

Cathy Diehl - Ogden City

*This months theme: Olympic Operations
Vol 5 No. 1*

I am excited to serve as President of UEMA. I can't believe 2002 came so quickly. It seems that more individuals and organizations care about catastrophic events and emergency management than ever before. We are witnessing a new level of awareness and stimulated interest in what is happening in our country after the events that took place on September 11. Emergency Managers' must take a major role in learning how to utilize know-how of many different experts. Integrating this knowledge in planning and processes that involve managing emergency operations for future events will create significant changes in people's lives.

I believe that UEMA members can step forward and take responsibility to create avenues to share information, knowledge and "best practices" to aid this process. Our UEMA membership is comprised of individuals that have expertise in many different fields and organizations. I would like to challenge you to find ways to get to know your UEMA peers and work together to make a difference. Inside this issue of the newsletter you will find a listing of the UEMA board of directors. (Soon, we will mail to all of you, a copy of UEMA's membership roster.) In each newsletter I would like to share a motivational thought. I've found that we can make a difference in others lives when we have begun to change our own. In this issue I would like to share this recipe with you:



Recipe for a Successful Emergency Manager

*4 cups of intelligence
1 ½ cups of responsibility
2 cups of open-mindedness
1 quart of understanding
1 ½ teaspoons initiative - Dash of judgement
1 ¼ cups of sifted positive attitude
3 cups of ambition
2 cups of unbeaten patience
2 cups of ability and 2 cups of cooperation*

Put ingredients into a comprehensive risk-based emergency management program. Sift intelligence, ambition and understanding together. Mix cooperation, initiative, and open-mindedness until well blended. Gradually add ability and responsibility. Fold in positive attitude and judgement and mix thoroughly. Stir in patience until smooth. Blend ingredients well. Sprinkle liberally with mitigation, preparedness, response and recovery. Bake in oven of determination. When cool spread with kindness and common sense.

I applaud your efforts as you work towards creating safer communities and organizations. Being host to the Olympics gave us an opportunity to integrate skills and work as teams to mitigate, prepare, respond and recover. Let's continue those partnerships as we continue to plan and prepare for future events. ☐

Cathy Diehl

Cathy is the emergency program manager for Ogden City and serves as UEMA'S President - for 2002.

Northern Utah ROC

On February 2, 2002 at 0600 the Northern Utah Regional Operations Center (commonly known as the ROC) became fully functional and began 24 hour operations. The EOC was co-located with the County Emergency Operations Center which was physically set up and ready to go at a moments notice should a major calamity occur. The ROC maintained constant contact with Snowbasin, the Ice Sheet Venue and the UTA Bus Lot as a support mechanism.

The ROC provided stations for the following: E-Team; Ogden Police Department/Weber Ice Rink Liaison Officer; Weber County Sheriff's Office/ Snowbasin Liaison Officer; Utah Highway Patrol Liaison Officer for Region # 5 Transportation and In-Transit; Law Enforcement Venue Transportation Officer; Davis County Sheriff's Office Liaison Officer; Morgan County Sheriff's Office Liaison Officer; Fire and EMS Liaison Officer for both Weber County Fire District and Ogden Fire Department; FBI/USSS Liaison Desk (seldom manned); Illinois National Guard Civil Support Team Liaison Officer; United States Federal Protective Services Liaison Desk (seldom manned); Public Information Officer (U.S. Forest Service); United States Forest Service Liaison Officer; Rocky Mountain Information Network Officer and Liaison with CICAD; Ogden Public Works; Weber County Emergency Management; and the Command Desk. Communications assistance was provided by the Weber County Sheriff's ARES Communications Team. All desks were manned during the day and early evening hours. At 2300 hours each day the ROC went to a three man operations until 0500 hours each morning.

CPT Kenny Payne, of the Davis County Sheriff's Office, provided liaison with Davis County over issues involving the park and ride and the Legacy Rodeo held at the Davis County Fair Grounds. Deputies Derik Noorlander and Nikkole Malan were in the ROC during the day shift hours and coordinated with Morgan County all issues involving park and rides and transportation in Morgan County. Venue transportation for law enforcement volunteers from the Weber State University Law Enforcement Village was coordinated by Lt. Paige Ansley, Riverdale Police. She coordinated the drivers, vans, and logistics with the officers, in order to get the officers to Snowbasin, Salt Lake City, and Park City. She also provided transport for the LEVOLS to various locations for recreation.

Traffic/In-Transit for Northern Utah Region # 5 was coordinated by Lt. George Chino and Lt. Rich Wilder of the Utah Highway Patrol. Fire and EMS issues were handled by the Weber Fire District (WFD) and the Ogden City Fire Department (OFD). They shared the single Fire/EMS desk and manned it mainly during the day shift hours; however, when not at the ROC, they forwarded the ROC telephone to their cellular phones. The days were split between Chief David Austin (WFD), Assistant Chief Bruce Champion and Assistant Chief Greg Chamberlain both from OFD.

All stations in the ROC had the capability to monitor and make entries in E-Team; however, all E-Team entries were made by Marti Parker, a civilian employee provided by the Ogden City Police Department's Gang Unit who also assisted in answering telephones, sending faxes, keeping telephone logs and generally keeping tabs on our various tracking systems. E-Team entries had to be approved by either the ROC Commander or Assistant Commander before it could go into the system.

Public Information for the ROC, Snowbasin and the Weber Ice Sheet was handled by Erin O'Connor of the USFS. She maintained continuous contact with the JIC, and with local and major news media and made a number of press releases for the ROC and the Ice Sheet.

Rocky Mountain Information Network provided personnel in the ROC to coordinate the gathering and dissemination of intelligence. RMIN provided two daily intelligence briefs, one at 0900 hours and the other at 1900 hours. They also sent daily intelligence reports to the Chiefs of Police and the Sheriffs in Northern Utah, to keep them informed, as much as possible, of what was going on in the Olympic Theater. They also kept daily contact with CICAD and kept a daily intelligence log as part of their daily duties. ☐

This article was written by Lt. Scott Sangberg, Ogden City Police, Commander of the Northern Utah ROC during the day shift. Lt. Donny Archuleta of the Weber County Sheriff's Office provided Command and Coordination in the ROC during the evening/night shift.

SITSTAT REPORT

The SITSTAT REPORT is a themed section of the newsletter which addresses a specific item of interest. Our reports this month are on Olympic Operations from the past month. The articles were written by guest commentators at the invitation of the Editor. If you would like to address a specific issue in upcoming publications, please let us know.

Tried and True: Salt Lake City's Agency Command Center

"It's just like EMI", was a remark that I heard more than once during my tour of duty in the Salt Lake City Police Department's Agency Command Center (ACC) during Olympic operations. The comment was a reference to the Salt Lake's participation in training at the Emergency Management Institute in Emmitsburg Maryland and again in Utah with the Utah Division of Comprehensive Emergency Management.

The Salt Lake City Police Department's Olympic planning team designed the ACC to mirror the incident command system and incorporated standard EOC principles. The automated center had space to accommodate a substantial coordination group including emergency management, public works, fire/ems, City Attorney, dispatch and administrative support from the SLC police explorer organization.

The purpose of the ACC was to be a coordination center for public safety related Olympic activities and monitor events in neighboring venues that could affect Salt Lake City operations. Constant communication and coordination with the Olympic Coordination Center (OCC), the Joint Information Center (JIC) and the city desk in SLOC's Main Operations Center (MOC) was the order of the day. (One of our biggest challenges was keeping up with the acronyms...)

In many ways, duty in the EOC reminded me of past military operations. Hours and hours of boredom highlight by exciting periods of high speed, low drag, activity. Regular update briefings by the planning



section kept everyone informed; and the logistics sections made sure everyone was fed on time, equipment was kept in working order, and supplies were available when needed. With the exception of severe weather related situations,



about 60 to 70 per cent of the scenarios we experienced in a massive program of table top exercises came true to some degree. Assistant Chief Scott Folsom attributed much of the successful response to Olympic situations was a result of having the right people participating in the pre-Olympic exercise program.

For me, the only unexpected surprise was the incredible psychological stress that showed up the last few days of the games. Because everything had gone smoothly with no situation growing into a catastrophe or crises, there was considerable tension because if anything was to go really wrong, there was only 24 hours left to do it in.

My most memorable moment for the entire adventure occurred during the opening ceremonies. We watched from the ACC. When they brought in the flag from the world trade center, silence permeated the room. One by one everyone stood. Officers in uniform saluted and the rest placed their hands over their in respect. Some tough nuts shed a tear. ☞

This article was written by Mike Stever, Emergency Program Manager, Salt Lake City. Mike was stationed in the Salt Lake City-ACC during the Olympics at the City's Emergency Management desk.

Business “Somewhat” As Usual

by Marty Shaub, *The University of Utah*

The University of Utah originally believed “*Business “Somewhat” As Usual*” was going to be a pretty great way to sum up the Olympic operation period on campus. As it turned out, “*Not Like We’ve Ever Done It*” was probably a more representative slogan. Traffic was non-existent from I-215 all the way to campus, parking was abundant, and on ceremony days, our days of greatest vulnerability, we were a ghost town. But most notably *not the way we’ve ever done business*, the University of Utah for the first time in its 150 year history, activated it’s EOC - and we did that five times. It was cool.

Planning over a year to be operational on ceremony days, we had outfitted a conference room in our Facilities building. We have back up power, satellite TV feed, a TV with a vcr/dvd player, multiple fax machines, copiers, a staff break area and a map room. Each player has a dedicated telephone, data port pre-programmed to take them directly to their campus server, individual status boards and color coded push pins for updating a master map in the room. On any given day, the room is used for construction planning meetings. For five days in February it was our Command Center and it worked beautifully.

The dress rehearsals were not on many people’s radars as events. We activated to practice just as the performers in the stadium were, but those two days turned out to be pseudo-performance days and we were grateful to have been ready. During both dress rehearsals and Opening Ceremonies, protesters ringed the campus. On one occasion, a group of protesters threatened to shut down the entrance to the University Medical Center. At the conclusion of the second dress rehearsal we actually braced for a mass casualty as radio reports indicated our exiting plan was not working and people were at significant risk of crushing injuries if something wasn’t done quickly. (Something was done, by the way).

We functioned as a joint ACC/EOC for the Opening Ceremony, it’s Pre-Dress and Dress rehearsals, the Closing Ceremony and it’s dress rehearsal, and for the Para-Opening. In attendance were: the Associate VP for Administration, EOC Director and Presidential designee in time of declared disaster; the Director of Environmental Health and Safety, Institutional Emergency Manager and EOC Manager; Chief of University Police; Assistant Director of Physical Plant;

Director of Parking and Transportation Services; Director of Emergency Education Programs, Health Sciences Liaison and disaster medicine coordinator; Manger of University Relations, PIO; Associate VP for Student Affairs, Welfare and Sheltering Coordinator; and Acting Director of NETCOM, Emergency/EOC communications coordinator. Elsewhere on campus Plant Operations activated a satellite operations center, as did Health and Safety (for hazardous materials spill response) and University Administration.

We spent the first dress rehearsal evening getting familiar with our equipment, monitoring radio transmissions about protesters, watching some CNN and getting to know each other better. The second rehearsal evening, honestly, we watched “Oh Brother Where Art Thou”. It was actually a really bonding experience. By opening and closing ceremonies evenings we were really cohesive. I was most impressed by the level of respect demonstrated and everyone’s interest in each other’s roles. We spent a fair amount of time discussing scenario’s and asking each other, “what would you all be doing...?” We oooohed and ahhhhhhed during the fire works and choked back a gasp when the flame went out, just like everyone else. But we committed to do this again on a regular basis starting this month. We’re getting the crew together in a week, setting everything up and playing EOC.

Nope. The University was not conducting business somewhat as usual. We were doing things we’ve never done before! It was/is exciting. I wish all my good friends worked up here!

This article was written by Ms. Marty Shaub. Marty is the



Director of Environmental Health and Safety at The University of Utah, and is the Emergency Program Manager for the University.

Olympic Venue Operations The Good, The Bad and the Awful

by Lt. Mark Peck, SLCPD

Managing public safety operations at an Olympic venue is similar to other large-scale events in that time spent in planning sets the stage for operations throughout the event. This was certainly the case with the six Olympic venues within Salt Lake City. Public safety ops at these Olympic venues were generally very smooth. However, the duration and quality of planning efforts didn't entirely prevent bad or just plain awful outcomes.

The Good

Emphasis on security at Olympic venues increased due to the tragic events of September 11th. National Guard troops were added to the security force and given important roles on perimeter posts and in screening people and vehicles entering the venues. Initially there were concerns about public safety's communication and integration with the National Guard. However, the National Guard was well equipped, professional, thorough and most importantly able to adapt to any situation or modifications to orders. Very rarely was public safety ever concerned with what the National Guard was doing or how they accomplished their missions. When public safety managers assigned Guard members to a task, they completed the task with enviable skill, excellent communication and unanticipated interagency cooperation. Relationships developed at the planning level between public safety at the venues and venue personnel from SLOC became even more important during operations because of the necessity of relying on each other for information, support and the requirement to accomplish the objectives of the venue. Disagreements and difficulties at the planning level disappeared during operations and a professional working relationship was fostered and maintained which ultimately led to successful outcomes at the venue.

The Bad

In spite of the good working relationships developed during planning and operations, poor communication between public safety managers at the venues, public safety managers outside of the venues and SLOC managers plagued the entire Olympic operational period. Decisions made by SLOC or public safety at high levels were often never communicated to the managers at the venues creating confusion and frustration among personnel and sometimes even the spectators. The Games required law enforcement

personnel from throughout the United States to assist with public safety duties at the venues. Coordinating large numbers of volunteer law enforcers (LEVOLS) from different jurisdictions with policies and procedures different from Salt Lake City was a daunting task. Most of the LEVOLS expected to be a part of the Games, see the action and enjoy themselves. Although the huge majority of them were happy to be of any assistance, the reality was that many were unhappy having to work assignments or shifts that 1) were not glamorous and 2) did not exposure them to competitions or ceremonies. Food, transport, lodging and amenities were also sometimes less than desirable. Even though another agency was tasked with taking care of the volunteer's needs, these problems caused friction among volunteers and managers who often had little to do with anything other than shift assignments.

The Awful

The communications system that was initially used at downtown venues, including the Olympic square, did not function as hoped. We had expected a system to be delivered that would seamlessly allow local, state and federal officers to talk to each other. The system that was delivered had never been used in a similar type of environment, and did not function well. Attempts to repair the system were never successful. Fortunately, backup systems were patched together, and vital communication links were established. Some resources never materialized although they had been requested and allegedly approved months before the Olympics began. Some resources were as simple as providing hot beverage service to public safety personnel, while other were more complex such as providing electricity to the guard shacks for lights and heaters. When questioned as to the status of the missing resources, the entities assigned with providing the items would defer to another entity or just inform public safety managers that they wouldn't get the asset and would have to do without it.

The good experiences from the Olympics did overshadow the "bad" and the "awful". The 2002 Winter Olympic Games were successful for public safety. There were no major incidents, spectators and competitors were safe, competitions and ceremonies proceeded unimpeded by incidents and public safety learned valuable lessons that will carry over to all other aspects of event and incident management. ☐

This article was written by Lt. Mark Peck who was the downtown SLC Olympic Square Venue Commander.

UEMA MEMBERSHIP 2002

(Alphabetical Order - by last name)

ROGER B ANDERSON - Davis Co. Sheriffs Office
roger@co.davis.ut.us

KAREN ASHLEY - University of Utah (801) 585-1181

BILL AXELGARD - Dixie Regional Medical Center
dxbaxelg@ihc.com

NANCY BARR - Utah Division of CEM
nbarr@dps.state.ut.us

SCOTT BEHUNIN - Utah Division of CEM
sbehunin@dps.state.ut.us

JACKIE BILLINGS - Springville City

SANDRA BLANK - Utah Retirement Systems
(801) 366-7367

BLAIR BLONQUIST - Brigham City Corp
(435) 734-2001

ROGER BODILY - Clearfield City
rbodily@clearfieldcity.org

MARILYN CANDELARIA - Tooele Co Emerg Mgmt
marilyn@tcecm.com

J DALE CHRISTENSEN - Davis School District
jdchristensen@dsdmail.net

LOUANN CHRISTENSEN - Brigham City Corp
(435) 723-5727

RANDY COOPER - Utah Division of CEM
rcooper@dps.state.ut.us

LAVAR COX CHAIRMAN - Millard Co Commission
(435) 864-1405

LARRY DORRELL - Discover Card
larrydorrell@discoverfinancial.com

THOMAS G EATCHEL - South Salt Lake City
(801) 560-0647

SHERRIE ELLIS - Weber Co. Sheriffs Complex
sellis@co.weber.ut.us

JANET GIBBONS - Davis County School District
jgibbons@dsdmain.net

BRYCE HADERLIE - Brigham City Corp
(435) 734-2001

CAROL HOARD - Utah Division of CEM
choard@dps.state.ut.us

JULIE A. JENSEN - Wells Fargo Service Co
jjensen5@wellsfargo.com

ERIC E JOHNSON - SLC Public Utilities
ericjohnson@ci.slz.ut.us

MICHELLE JONES - Discover Financial Services
michellejones@discoverfinancial.com

SCOTT JONES - Orem Emergency Mgmt
sajones@ci.orem.ut.us

LISA JULIO - Salt Lake City Dept. of Airports
lisajulio@ci.slz.ut.us

DEAN R. KELSHAW - Dept. of Corrections
dkelshaw@udc.state.ut.us

BRIAN KENNY - Dept of Corrections
bkenny@udc.state.ut.us

BRIAN KNUDSEN - Dept of Airports
brian.knudson@ci.slz.ut.us

DAVID KREIFELDT - Dept of Human Services
dlreifel@hs.state.ut.us

PHILIP KROGUE - phil_krogue@yahoo.com

BRUCE LEONARD - Brigham City Corp
(435) 734-2001

RON LOVE - SLC Corp - ron.love@ci.slz.ut.us

KARLENE MARSHALL - Ogden Regional Hospital
karlene.marshall@columbia.net

DEBBIE MELLE - Salt Lake City Fire Dept
debbiemelle@ci.slz.ut.us

GRANT A MILLER - Wells Fargo Services Co
[gmiller@wellsfargo.com](mailto:gmilller@wellsfargo.com)

Continued on next page -

UEMA 2002 membership - Continued

MICHAEL C NELSON - Brigham City Police Dept.
(435) 723-3424

JEFF NIERMEYER - Salt Lake City Corp
jeff.niermeyer@ci.sl.c.ut.us

JANINE NYLAND - Nuskin EnterprisesInc
jnyland@nuskin.com

DAVID OWENS DIRECTOR - Kane Co Emer Mgmt
dowens@kane.state.ut.us

MARCENE PARKER - Logan Police Dispatch
mparker@loganutah.org

RYAN PIETRAMALI - SLC Emergency Mgmt
ryanpietramali@ci.sl.c.ut.us

TRICIA PORTER - Provo Emergency Mgmt
provo.tporter@state.ut.us

JIM REEVES - Discover Card
jimreeves@discoverfinancial.com

LINDA REID - Tooele Co Emerg Mgmt
linda@tcecm.com

JOAN R RITZENTHALER
joanritzenthaler@discoverfinancial.com

NORMAN ROBINSON - Zions Securities Corp
robinsonnd@zsc.com

RUSSELL J. ROPER - City of Logan - (435) 716-9323

MERLIN RUDD - Summit Co Emerg Mgmt
mrudd2@hotmail.com

STEVE RUNDQUIST - Utah Division of CEM
srundqui@dps.state.ut.us

MARIANNE RUTISHAUSER - Tooele Co Em. Mgmt
marianne@tcecm.org

KARI SAGERS DIRECTOR - Tooele Co Emerg Mgmt
kari@tcecm.org

AL SCHNEGELBERGER - Safety-west Inc
swi@safety-west-utah.com

VAL G. SCOTT - Central Utah Correctional Facility
vscott@udc.state.ut.us

MARTY SHAUB - University of Utah
mshaub@ehs.utah.edu

CAPTAIN TERRY SHAW - Weber Co Em. Mgmt.
tshaw@co.weber.ut.us

SHIRLEY A SLAUGH - Daggett Co Em. Mgmt.
Wslaugh@union-tel.com

WINSTON R SLAUGH - Daggett Co Em. Mgmt.
Wslaugh@union-tel.com

BONNI LYNN STOCKMAN - SLC Dept. of Airports
bonistackman@ci.sl.c.ut.us

NADINE TAYLOR - Utah Division of CEM
ntaylor@dps.state.ut.us

STEVEN THOMPSON - Zions Securities Corp
thomsonsr@zsc.com

JOSEPH THORNTON - Utah Division of CEM
jthornton@dps.state.ut.us

NEIL THUESON - Utah Division of CEM
nthueson@dps.state.ut.us

DON TINGEY - Brigham City Corp. - (435) 734-2001

PAUL A TITTENSOR - Brigham Police Dept
(435) 723-3424

JODY L.TOLSON-CRAWFORD
jody.tolsen-crawford@fmr.com

TOBI TORRES - Salt Lake City Dept. of Airports
tobitorres@ci.sl.c.ut.us

CATHERINE G TRAVIS - Questar Corp
cathyt@questar.com

RICK WILLIAMS - Utah Division of CEM
rwilliam@dps.state.ut.us

RUSSELL WILLIAMS - Payson City Em. Mgmt.
rvw2@email.byu.edu

SGT LYNN WRIGHT - Utah State University
lynn@usupd.usu.edu ☐

UEMA BOARD OF DIRECTORS:

A Board of Directors governs the Utah Emergency Management Association. These officers include an elected President and Secretary, a President-Elect, an appointed Treasurer and the immediate Past-President. Other officers are represented in Public Relations, Training, Publications, ACP representative, CEM representative and At-Large.

Cathy Diehl - President - Ogden City Emergency Mgmt
2186 Lincoln Ave., Ogden, UT 84401
Wrk: 801-629-8013
Fax: 801-629-8065
Cell: 801-430-4782
Pager: 801-552-7029
E-mail: cathydiehl@ci.ogden.ut.us

Mike Stever - President Elect - SLC Em. Mgmt.
451 South State Street, Room 512, SLC, UT 84111
Wrk: 801-535-6030
Fax: 801-535-6190
Cell: 801-688-5476
Pager: 801-248-4340
E-mail: michael.stever@ci.slc.ut.us

Connie McCowan - Executive Secretary
Salt Lake County Comm. & Econ. Development
1110 State Office Bldg., Salt Lake City, UT 84114
Wrk: 801-538-3769
Fax: 801-538-3770
E-mail: cmccowna@dps.state.ut.us

Jean Jewkes - Treasurer - CEM
1110 State Office Bldg., Salt Lake City, UT 84114
Wrk: 801-538-3789
Fax: 801-538-3770
Cell: 801-792-2051
E-mail: jjewkes@dps.state.ut.us

Ann Allen - Training - IHC - Urban Central Region
LDS Hospital 8th Avenue C Street, SLC, UT 84143
Wrk: 801-408-3592
Fax: 801-408-3589
Cell: 435-901-0215
Pager: 801-242-1553
E-mail: ldaallen@ihc.com

Al Cooper - CEM Liaison - CEM
1110 State Office Bldg., Salt Lake City, UT 84114
Wrk: 801-538-3400
Fax: 801-538-3770
Cell: 801-554-0940
Pager: 1-800-412-2797
E-mail: acooper@dps.state.ut.us

Don Thomas - Public Relations - Spanish Fork City
Em. Mgmt., 370 North Main, Spanish Fork, UT 84660
Wrk: 801-798-5077
Fax: 801-798-5065
Cell: 801-856-7113
Pager: 801-223-8712
E-mail: dthomas@spanishfork.org

Jim Buchanan - At Large - Brigham City Em. Mgmt
20 North Main, Brigham City, UT 84302
Wrk: 435-734-2001
Fax: 435-723-6337
E-mail: jbuchanin@favorites.com

Bob Fowler - Publications - CEM / Homeland Security
1110 State Office Bldg., Salt Lake City, UT 84114
Wrk: 801-957-8646
Fax: 801-957-8653
Cell: 801-244-5839
Pager: 801-241-0335
E-mail: bfowler@dps.state.ut.us

Lance Peterson - Past President - Weber County
Em. Mgmt., 721 West 12th Street, Ogden, UT 84404
Wrk: 801-778-6682
Fax: 801-778-6668
Cell: 801-721-7421
Pager: 801-728-5411
E-mail: lpeterso@co.weber.ut.us

The Capstone Editor-in-Chief - Lance Peterson
The Capstone Asst. Editor-in-Chief - Bob Fowler

If you have any suggestions or articles for this publication, email Lance or Bob.

Our Website is undergoing major remodeling, but visit us anyway for additional information:

cem.utah.gov/UEMA/uema.htm

CAPSTONE

by Cathy Diehl

Attendance at the annual Capstone Conference in January, was a great success. The UEMA Board members along with Carol Hoard from CEM did a fantastic job organizing the event and a big thanks goes to them! We want to thank Joe Thornton with CEM for his financial support in AV rentals for speakers and presenters. Thanks also to Maralin Hoff for the kits she made and her fantastic earthquake awareness display.

The conference provided participants a chance to see old friends and meet new members. A wealth of information came from the speakers and presenters. Lori Giovanonni spoke at the luncheon and gave an entertaining and insightful look at our positions in the public safety arena. Lance Peterson presented the annual UEMA awards. The Business/Community Partner award went to the ***Utah Seismic Safety Commission***. The UEMA member of the year award went to ***Tricia Porter*** with Provo City Emergency Management. The Presidential Award went to ***Jackie Billings*** with Springville City. We are proud of the work that all of the recipients have done this year and give them our congratulations for a job well done! Thanks to everyone who attended and contributed to the day's success.

*The UEMA member of the year award went to **Tricia Porter** (on left). Tricia is the Provo City*



*Emergency Program Manager and is a veteran Fire Fighter. The Presidential Award went to **Jackie Billings** (on right). Jackie is the Emergency Program Coordinator for Springville City and is a volunteer with the City.*

We would also like to take a moment and thank Rey Thompson from CEM for his assistance with our Website. We are in the process of updating the UEMA website. The address is:

cem.utah.gov/UEMA/uema.htm

Please bear with us as we construct a fun, useable and informative site. We hope to give the members an avenue to contact us with their ideas on future newsletter articles, annual field trips, Capstone ideas and/or training classes. So, watch for some fun things to develop and thanks for your patience and help while we get this underway.

One final note. Since we are all striving to achieve a higher level of awareness in mitigation, preparedness, response and recovery in our organizations and collective (communities), key individuals should be considered in the creation (or update) of your own emergency management networks. When you consider key individuals throughout your community or organization and put together that list of those individuals or organizations with contact numbers, don't forget to add UEMA.

UEMA

The Utah Emergency Management Association is a registered 501(C)3 non-profit organization dedicated to supporting emergency management professionals throughout the State. UEMA provides a forum that brings together a network of professionals who are concerned with, and have a responsibility of, saving lives, preventing injury, protecting property and preserving the environment through the four-phases of emergency management.

UEMA members come from all disciplines. Law Enforcement, Fire, EMS, Elected Officials, Schools, Industry and the Private Sector, to name a few.

Membership in UEMA supports emergency management in the State with networking opportunities, professional development and training opportunities, a quarterly newsletter and a unified voice in the ever changing world of emergency management. We are glad you are a member and hope that UEMA can provide the support and assistance you need.

Utah Emergency Management Association

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Daytime Telephone Number:

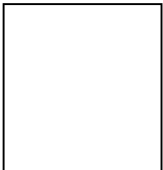
Evening Telephone Number:

Fax Number:

E-Mail Address:

Annual Membership Dues: \$25.00 Make check payable to: UEMA
Please Send Payment to: UEMA, PO Box 511014, Salt Lake City, UT 84151

Address:



Utah Emergency Management Association
Post Office Box 511014
Salt Lake City, Utah 84151
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